



محافظة القليوبية

## **RECOMMENDED LEGAL AND REGULATORY REFORM**

### **GOVERNORATE OF QALYOUBIYA**

#### **Prepared for:**

Governorate of Qalyoubiya, Egypt  
Egyptian Environmental Policy Program  
United States Agency for International Development

#### **Prepared by:**

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## **ACRONYMS**

CMU	Contract Monitoring Unit
EEAA	Egyptian Environmental Affairs Agency
EEPP	Egyptian Environmental Policy Program
GOE	Government of Egypt
GOQ	Governorate of Qalyoubiya
RFT	Request for Tender
SWTA	Solid Waste Technical Assistance project
USAID	United States Agency for International Development

## **SECTION 1**

### **INTRODUCTION**

The Governorate of Qalyoubiya (GOQ) is entering into contracts with private companies to provide solid waste management and cleaning services. The Solid Waste Technical Assistance project (SWTA), a component of the USAID-funded Egyptian Environmental Policy Program (EEPP), is assisting the GOQ in successful implementation of its privatization program. This support is provided by a team of specialists under the direction of Abt Associates Inc.

One condition for success of solid waste management privatization in Qalyoubiya is adequate enforcement of existing solid waste management laws and regulations. The EEPP acknowledges the importance of this condition by including it in one of the Policy Measures to be achieved by its Government of Egypt (GOE) counterparts:

“Policy Measure 4.1. Governorates establish monitoring and enforcement mechanisms in support of GOE policy to privatize solid waste management systems.”

The Governorate will need to establish, staff, and fund a contract monitoring unit and develop, approve, and initiate enforcement strategies for the existing solid waste management laws and regulations to achieve this Policy Measure.

To assist the Governorate, the SWTA prepared a report reviewing and analyzing existing solid waste management laws and regulations and assessing the status of current enforcement efforts in the GOQ. That report concluded with ten recommendations for actions to improve enforcement of solid waste management laws and regulations. SWTA subsequently discussed the recommendations with the Governorate to identify those which the Governorate would pursue to develop and initiate its enforcement strategy.

### **PURPOSE**

The purpose of this report is to identify the actions that the Governorate has chosen to include in its enforcement strategy and to present specific proposals for implementing those actions.

### **STRUCTURE**

This report is divided into three sections.

- Section 1, Introduction
- Section 2, Identification of Enforcement Strategy Components
- Section 3, Proposed Actions

## SECTION 2

### IDENTIFICATION OF ENFORCEMENT STRATEGY COMPONENTS

In April 2003 the SWTA prepared a report reviewing and analyzing existing solid waste management laws and regulations and assessing the status of current enforcement efforts in the GOQ.<sup>1</sup> That report concluded with ten recommendations for actions to improve enforcement of solid waste management laws and regulations:

- Privatize solid waste services in the towns and urban quarters, thus creating legal alternatives to dumping and burning.
- Create the Contract Monitoring Unit and hire City Monitors.
- Issue a decree (or arrange for the Ministry of Justice to issue a decree) authorizing the CMU Monitors and City Supervisors to write and serve citations for violations of Law 38/1967 and the solid waste requirements of Law 4/1994 and their executive regulations, including the authority to ask for identification and seize unlicensed vehicles and associated equipment.
- Standardize the procedures for enforcing violations of Law 38/1967 and the solid waste requirements of Law 4/1994, including standardizing citation forms and the processing of those forms.
- Develop administrative procedures to resolve violations at the town or urban quarter level, rather than elevating them to the police and the courts.
- Develop incentives for Monitors to secure compliance with solid waste management laws in their areas.
- Develop and implement procedures for coordination between the CMU City offices and the town or urban quarter departments responsible for managing construction and demolition permits, to improve management of construction and demolition debris.
- Train CMU City Supervisors and Monitors in how to write, serve, and process citations.
- Train police in the requirements of Laws 38/1967 and 4/1994 and their executive regulations.
- Incorporate awareness of solid waste rules and the penalties for violating those rules into the CMU's public awareness and communications programs.

The SWTA discussed the report and its recommendations with senior personnel in the Governorate. As a result of those discussions, the Governorate decided to focus on six of the ten recommendations to initiate development and implementation of its enforcement strategy:

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<sup>1</sup> SWTA. 2003. Review and Analysis of Existing Solid Waste Management Laws and Regulations: Governorate of Qalyoubiya. Prepared for Governorate of Qalyoubiya, Egyptian Environmental Policy Program, and USAID. Prepared by Abt Associates Inc. April 10, 2003.

- Privatize solid waste services in the towns and urban quarters.
- Create the Contract Monitoring Unit and hire City Monitors.
- Arrange for the Ministry of Justice to issue a decree authorizing the CMU Monitors and City Supervisors to write and serve citations for violations of Law 38/1967 and the solid waste requirements of Law 4/1994 and their executive regulations.
- Standardize the procedures for enforcing violations of Law 38/1967 and the solid waste requirements of Law 4/1994, including standardizing citation forms and the processing of those forms.
- Develop administrative procedures to resolve violations at the town or urban quarter level, rather than elevating them to the police and the courts.
- Train CMU City Supervisors and Monitors in how to write, serve, and process citations.

The Governorate acknowledges the importance of implementing the other recommendations as well, but has postponed their implementation until it has established these initial components.

## **SECTION 3**

### **PROPOSED ACTIONS**

This section of the report presents the specific proposals for implementing the components of the enforcement strategy.

#### **PRIVATIZE SOLID WASTE SERVICES**

The GOQ, with the support of the SWTA, announced the availability of the request for tender (RFT) for privatization of solid waste management services on April 15, 2003. The announcement was sent to eleven pre-qualified companies. Responses to the RFT are due on July 15, 2003.

The GOQ, with the support of the SWTA, also has developed tender evaluation guidelines to be used in evaluating the responses to the RFT. These guidelines will be used by the tender evaluation committee in Qalyoubiya in July and August, 2003.

#### **CREATE CONTRACT MONITORING UNIT**

The Governor of Qalyoubiya issued Decree Number 205 of 2003 on May 5, 2003 (Appendix A). This decree established the Contract Monitoring Unit (CMU) to monitor implementation of solid waste management contracts in the Governorate of Qalyoubiya. The decree established a board of directors to manage the operation of the CMU. The board is chaired by the Secretary General and has the following members:

- Deputy Secretary General
- Mayors of local units for districts, cities, and markezes
- General Manager of the Governorate's Legal Affairs Department
- General Manager of the Governorate's Financial and Administration Department
- Executive Manager for the CMU

The decree also established the basic structure of the central and city offices of the CMU. The basic structure is the same as presented in Management Structure for the Contract Monitoring Unit: Governorate of Qalyoubiya prepared by the SWTA for the GOQ.

The GOQ will not establish the CMU until it has selected contractors to implement its solid waste management program. The governorate anticipates selecting the contractors in August 2003. In preparation for establishment of the CMU, the governorate has designated office space for the central office and identified several current managers who will be transferred to the unit as well as some current monitors. The GOQ plans to recruit qualified individuals from outside the governorate to fill many of the monitoring and technical positions. A copy of the job announcement for these positions is included in this report as Appendix C.

#### **SECURE ENFORCEMENT AUTHORITY FOR MONITORS AND MANAGERS**

To secure enforcement authority for the Monitors and Managers in the CMU, the Governor of Qalyoubiya has sent a letter to the Minister of Justice requesting that he grant enforcement authority as per the requirements of Law 38 of 1967 and Law 4 of 1994. A copy of the letter and the draft decree which he attached to the letter are attached to this report as Appendix D.

## **STANDARDIZE ENFORCEMENT PROCEDURES**

Two of the recommendations address the development of enforcement procedures.

- Standardize the procedures for enforcing violations of Law 38/1967 and the solid waste requirements of Law 4/1994, including standardizing citation forms and the processing of those forms.
- Develop administrative procedures to resolve violations at the town or urban quarter level, rather than elevating them to the police and the courts.

The GOQ has decided to address these two recommendations by developing one set of standardized procedures covering both aspects (Appendix E). The eleven-step procedure describes the actions of the monitors as well as the City Supervisors and the City Finance Department. The procedures include a list of all of the violations which will be monitored as well as the citation form.

## **TRAIN MONITORS AND MANAGERS**

Although the GOQ has not established its CMU, it has developed training specifications for training the Monitors and Managers in how to write, serve, and process citations for violations of Law 38 of 1967 and Articles 37 and 39 of Law 4 for 1994. The training specification is for a two-day training session. The GOQ plans to implement the training program after hiring the CMU Monitors and Managers. A copy of the specification is included in this report as Appendix F.



## **APPENDIX A**

### **DECREE ESTABLISHING THE CONTRACT MONITORING UNIT**

#### **DECREE GOVERNOR OF QALYOUNBIYA NUMBER 205 FOR THE YEAR 2003**

##### **The Governor of Qalyoubiya**

- After reviewing Law Number 43 of 1979 on the Local Administration System and its executive regulations and amendments.
- Law Number 48 of 1978 on the State Civil Labor System and its executive regulations and amendments.
- The Solid Waste Management Organizational Structure Project.

##### **Decided**

##### **Article 1:**

That a Contract Monitoring Unit (CMU) shall be formed for monitoring the implementation of solid waste management contracts in the Governorate of Qalyoubiya and that the CMU shall be managed by a board of directors as follows:

1.	Secretary General	Chairman
2.	Deputy Secretary General	Deputy to the Chairman
3.	Mayors of local units for districts, cities, and markezes	Members
4.	General Manager of the Governorate's Legal Affairs Department	Member
5.	General Manager of the Governorate's Financial and Administration Department	Member
6.	Executive Manager for the CMU	Member

##### **Article 2:**

The central office of the CMU shall consist of the following administrations (departments):

1. Financial Affairs.
2. Legal Affairs.
3. Public Awareness and Communications.
4. Fixed Facilities.
5. Collection and Cleaning.

##### **Article 3:**

A branch of the CMU shall be established in each city, district, and markez municipality and it shall consist of the following:

1. Data Unit.
2. Public Awareness and Communication Unit.
3. Collection and Cleaning Monitors Unit.
4. Medical and Industrial Monitors Unit.

**Article 4:**

The solid waste CMU shall assume the responsibility of supervising the solid waste management contracts.

**Article 5:**

All relevant authorities must enforce this decree as soon as it is issued.

Issued in the Governorate of Qalyoubiya

On: May 5, 2003

Signed by,  
Mr. Adly Hussein  
Governor of Qalyoubiya

## APPENDIX B

### JOB ANNOUNCEMENT FOR MONITORS AND TECHNICIANS

The Governorate of Qalyoubiya announces that it will hire several professionals for the Solid Waste Management Contract Monitoring Unit according to the terms of Law 5/91 and its Executive Regulations. The Contract Monitoring Unit will oversee the delivery of solid waste services to the Governorate by private contractors. To apply, submit your resume with a statement of the position for which you are applying to:

<b>Job Title</b>	<b>Duties and Responsibilities</b>	<b>Minimum Qualifications</b>
Engineers	Provide technical assessment of performance of solid waste collection, transportation, reuse, and disposal.	<ul style="list-style-type: none"><li>• Bachelor's Degree in engineering.</li><li>• 3 years of experience as an engineer.</li></ul>
Fixed Facilities Monitors	Monitor the construction and operation of landfills, transfer stations, composting plants, and treatment facilities.	<ul style="list-style-type: none"><li>• Bachelor's Degree in engineering.</li></ul>
Compliance Analysts	Analyze monitoring reports and evaluate compliance with contract requirements.	<ul style="list-style-type: none"><li>• Bachelor's Degree</li><li>• 3 years of professional experience.</li></ul>
Collection and Cleaning Monitors	Monitor Contractor performance in solid waste collection and street and public facility cleaning.	<ul style="list-style-type: none"><li>• Bachelor's Degree</li></ul>
Public Awareness Specialists	Organize public events, develop and implement media strategies and advertising campaigns, and develop public awareness materials.	<ul style="list-style-type: none"><li>• Bachelor's Degree in journalism, communications, advertising, or public relations</li><li>• 2 years experience in public relations or communications.</li></ul>
Public Awareness Coordinators	Prepare and make public presentations and organize public awareness events in the Districts.	<ul style="list-style-type: none"><li>• Bachelor's Degree</li></ul>

## **APPENDIX C**

### **LETTER FROM THE GOVERNOR TO THE MINISTER OF JUSTICE**

**Arab Republic of Egypt  
Qalyoubiya Governorate  
The Governor**

Qalyoubiya on ...../...../2003

Attn. Counselor Farouk Seif El-Nar  
Minister of Justice

Greetings:

Please be informed that I issued Decree Number 205 of 2003 regarding founding and establishing of a central unit for monitoring and implementing solid waste management contracts after reviewing the following:

- Law Number 43 of 1979 on the Local Administration System and its executive regulations and amendments.
- Law Number 48 of 1978 on the State Civil Labor System and its executive regulations and amendments.
- The Solid Waste Management Organizational Structure Project.

I am writing to request that you issue a decree granting the employees of the said unit the capacity of investigation officer – each in his jurisdiction – regarding any crime made in violation of the provisions of laws on solid waste management. Specifically, I am requesting that you grant this authority for Law Number 38 of 1967 on Public Cleaning and Articles 37 and 39 of Law Number 4 of 1994 on the Environment and their executive regulations. Such a decree would give the unit and its employees, specified by the decision, the authority to undertake the duties assigned to them for monitoring the implementation of solid waste management contracts in the Qalyoubiya Governorate, in accordance with the provisions of the law and the policies of the government concerning the state strategy of privatizing solid waste management.

I have taken the liberty of attaching a copy of a draft decree for your consideration.

Best Regards,

Counselor Adly Hussein  
Qalyoubiya Governor

Attachment: Draft Decree

**Arab Republic of Egypt  
Ministry of Justice**

**Decree of the Minister of Justice  
Number \_\_\_\_\_ of 2003**

**Concerning Assigning Enforcement Authority to Some Personnel  
in the Qalyoubiya Governorate**

The Minister of Justice, after reviewing:

Article 23 of the Criminal Procedures

Law Number 38 of 1967 Concerning Public Cleaning

Law Number 4 of 1994 Concerning the Environment

Qalyoubiya Governor's Decree Number 205 of 2003 Concerning Establishing the  
Central Unit for Monitoring and Execution of Solid Waste Management Contracts

Decided:

Article 1

The personnel of the Central Unit for Monitoring and Execution of Solid Waste Management Contracts, each within his scope of competence, shall be given enforcement authority in respect to any violations to the provisions of Law Number 38 of 1967 Concerning Public Cleaning and articles 37 and 39 of Law Number 4 of 1994 Concerning the Environment; and they are:

The Executive Manager of the Unit

The Manager of the Collection and Cleaning Division in the Central Unit

The Supervisors of the City and District Offices of the Unit

The Collection and Cleaning Monitors in the City and District Offices of the Unit

The Medical and Industrial Monitors in the City and District Offices of the Unit

Article 2

This decree shall be published in the official gazette and shall enter into force from the date of publication.

Date:

Minister of Justice

## APPENDIX D

### SOLID WASTE LAW ENFORCEMENT PROCEDURES

#### Laws to be Enforced by CMU

Legal Requirement to Be Enforced by CMU Under Laws 38/1967 and 4/1994			
Violation	Law or Regulation	Prohibition	Fine (LE)
<i>Citizen Behavior Regarding Municipal Solid Waste</i>			
1) Littering	Law 38/1967: Articles 1, 2, 3 MoH 134/1968: Article 5	Put garbage, dirt, and residuals in undesignated location.	≤100 <sup>a</sup>
2) Dumping garbage in an undesignated area	Law 38/1967: Articles 1, 2, 3 MoH 134/1968: Articles 5, 16	Put garbage, dirt, and residuals in undesignated location.	≤100 <sup>a</sup>
	Law 4/1994: Article 37 PM 338/1995: Article 38	Dump garbage and solid waste in undesignated location.	1,000-20,000
3) Placing garbage in undesignated containers	Law 38/1967: Articles 1, 2, 3 MoH 134/1968: Articles 5, 6	Set garbage out in containers not in compliance with specifications.	≤100 <sup>a</sup>
4) Burning garbage	Law 4/1994: Article 37 PM 338/1995: Article 38	Burn garbage and solid waste.	1,000-20,000
<i>Behavior of Private Operations Regarding Municipal Solid Waste</i>			
5) Scavenging	Law 38/1967: Articles 3, 6 MoH 134/1968: Article 13	Sort garbage on the street.	≤100
6) Collecting garbage without a license	Law 38/1967: Articles 3, 6 MoH 134/1968: Articles 5, 7, 9, 14	Collect garbage without a license.	≤100
<i>Behavior of Private Operations Regarding Construction and Demolition Debris</i>			
7) Accumulation of construction and demolition debris	Law 38/1967: Articles 1, 2, 3 MoH 134/1968: Article 5	Put garbage, dirt, and residuals in undesignated location.	≤100 <sup>a</sup>
	Law 4/1994: Article 37 PM 338/1995: Article 38	Dump garbage and solid waste in undesignated location.	1,000-20,000
	PM 338/1995: Article 41	Obstruct the movement of traffic and people.	500-1,000
8) Illegal transport of construction and demolition debris	Law 38/1967: Article 3 MoH 134/1968: Article 15	Haul construction debris in a vehicle not in compliance with specifications.	≤100
	Law 4/1994: Article 39 PM 338/1995: Article 41	Haul construction debris in a vehicle not licensed to do so by local authority.	500-1,000
Notes:			
<sup>a</sup> Fine can be reduced to LE 10 if the violator removes the violation and pays the fine within 24 hours of receiving the citation.			

## **Enforcement Procedures**

The proposed enforcement procedures are modeled upon the procedures currently used by the City Cleansing Administrations to enforce Law 38/1967. The procedures are presented below in an 11-step process. The procedures are presented with the CMU City Monitor being the initiator of a citation, however, the initiator could also be a CMU City Supervisor or designated individuals from the central office, but whoever initiates a citation would still follow the same 11-step procedure.

Citations may also be written as a result of a citizen complaint. In that case, the complaint would be referred to the relevant CMU City Supervisor who would assign a Monitor to investigate. Once a monitor is assigned, he or she would use the 11-step procedure.

### **Step 1**

The Monitor observes a violation of one of the Articles in the table presented above.

#### **Step 1a**

If the violation is of the type 1, 2, or 3 and it is the first time that the Monitor has seen the violator engaged in the violation, the Monitor talks with the violator, informs him or her that the action is against the law, and asks the violator to remove the violation.

#### **Step 1b**

If the violation is

- of the type 4, 5, 6, 7, or 8, or
- the second time that the Monitor has witnessed the violator engaged in a violation of the type 1, 2, or 3, or
- the Monitor has done Step 1a and the violator does not remove the violation,

the Monitor proceeds to Step 2.

### **Step 2**

The Monitor writes a citation in triplicate and gives the original to the violator. If the violation is of the type 1, 2, 3, or 7, the monitor also gives the violator the “Administrative Reconciliation” notification.

### **Step 3**

At the end of the work day, the Monitor submits the other two copies of the citation to the CMU City Supervisor. (The Monitor also submits all three copies of any citation forms that have been damaged beyond use.<sup>1</sup>)

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<sup>1</sup> The citation books will have pre-numbered citation forms. Each Monitor will be responsible for every individual form issued to him or her. Even if the Monitor made a mistake on a form or accidentally damaged a form so that it could not be used, he or she will have to turn in that form at the end of the work day. This way, all forms will be accounted for by the CMU City Supervisor, and the Monitors will not be able to abuse the use of the forms.

#### Step 4

The CMU City Supervisor records the citation number and other relevant information<sup>2</sup> in the citation log book, files one copy of the citation in the CMU City office, and sends the other copy to the City Financial Office, recording the date on which it was sent on the citation and in the log book.

##### Step 4a

If the violation warrants immediate removal action, the CMU City Supervisor will contact the City Cleansing Administration and request removal at the violator's expense.

##### Step 4a1

The City Cleansing Administration will report to the CMU City Supervisor the cost of removal.

##### Step 4a2

The CMU City Supervisor reports the cost of removal to the City Financial Office.

#### Step 5

The City Financial Office receives the citation, records the date received on the citation and in its citation log book, and determines the applicable fine and associated fees for removal (if applicable).

#### Step 6

The violator pays the fine and associated fees to the City Financial Office by one of the following procedures or the violator does not pay, in which case the enforcement procedure goes to Step 10.

##### Step 6a

The violation is of the type 1, 2, 3, or 7, and the violator comes to the City Financial Office within 48 hours<sup>3</sup> of the date on which the citation was received by the office and pays a fine of LE 10 and any associated fees.

##### Step 6b

The violation is of the type 1, 2, 3, or 7, and the violator comes to the City Financial Office after 48 hours but within one week of the date on which the citation was received by the office and pays a fine of LE 100 and any associated fees.

##### Step 6c

The violation is of any other type and the violator comes to the City Financial Office within one week of the date on which the citation was received by the office and pays the fine and any associated fees.

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<sup>2</sup> "Other relevant information" will include whether the citation was issued or destroyed, and other information that the CMU may want to track such as type and location of violation, movement of the citation through the system, and resolution of the citation.

<sup>3</sup> Assumes that the Governorate wants to encourage administrative reconciliation, so it is generous in its interpretation of the 24-hour deadline.



Step 7

The City Financial Office gives the violator a receipt for payment of the fines and associated fees, marks on the citation that the fine and associated fees have been paid and the date of payment, records the payment in its citation log book, and notifies the CMU City Supervisor of the date of payment.

Step 7a

The City Financial Office deposits all receipts for fines and fees for violations of Law 38/1967 into the Governorate Cleaning Fund.

Step 7b

The City Financial Office handles all receipts for fines and fees for violations of Law 4/1994 in the same manner as they are currently handled.

Step 8

The CMU City Supervisor records the payment of the fine in the citation log book and directs the Monitor to field verify removal of the violation.

Step 9

The Monitor field verifies the removal of the violation.

Step 9a

If the violation is removed, the Monitor reports so to the CMU City Supervisor and he or she records the confirmation in the citation log book.

Step 9b

If the violation is not removed, the Monitor initiates the enforcement procedure again, starting at Step 2 – writing a citation.

Step 10

If the violator does not pay the fine to the City Financial Office within one week of the date on which the citation was received by the office, the City Financial Office:

Step 10a

Marks on the citation that it has been sent to the police and the date when it was sent.

Step 10b

Records its action and date in its citation log book.

Step 10c

Sends the citation to the competent police station.

Step 10d

Sends notification of its action and the date to the CMU City Supervisor, who records the information in his citation log book.

Step 11

The police handle the citation in the same manner as all such citations have been handled in the past.

Citation No. \_\_\_\_\_

Date sent to Financial Office: \_\_\_\_\_

Date received by Financial Office: \_\_\_\_\_

Resolution: ☐ Fine Paid    ☐ Referred to District Attorney

Resolution Date: \_\_\_\_\_

City: \_\_\_\_\_

Date \_\_\_\_\_

### **Opportunity to Resolve This Violation Through Administrative Reconciliation**

This is to inform you that if within the next 24 hours you remove the violation, go to the City Financial Office, and pay the appropriate fine, your fine will be for only LE 10. If you do not remove the violation and pay the fine within 24 hours, your fine will increase to LE 100.

*As per the administrative reconciliation provisions of Law 38 of the year 1967 Concerning Public Cleansing, Article 9.*

## APPENDIX E

### CONTRACT MONITORING UNIT TRAINING SPECIFICATION

1. **Date of Specification Preparation:** May 5, 2003
2. **Program Title:** Legal and Regulatory Enforcement Training
3. **Program Type:** Short Course
4. **Field of Study:** Enforcement Procedures
5. **Participants:** Contract Monitoring Unit Monitors and Managers
6. **Background:**

The Governorate of Qalyoubiya has recently established a Contract Monitoring Unit (CMU) to monitor and enforce private contractors' compliance with the contract provisions for providing solid waste services and to monitor and enforce Law 38 of 1967 Concerning Public Cleaning (Law 38/1967) and the solid waste management provisions of Law 4 of 1994, The Environment Law (Law 4/1994).

The CMU in general and the Monitors and Managers in the CMU in particular have been given authority to enforce Law 38/1967 and the solid waste management provisions of Law 4/1994. To help them effectively use that authority, the Governorate has recently revised the citation forms and the citation procedures for violations of these laws.

The Governorate now needs to train the Monitors and Managers in how to use the new citation forms and procedures. Some of the Monitors and Managers are new to solid waste management, but others have worked in this area for some time and may be familiar with the old ways of writing, serving, and processing citations. The training program, therefore, will have to be able to both introduce new employees to the enforcement procedures and retrain existing employees in how to write, serve, and process citations.

7. **Training Objective:**

To train the Monitors and Managers in the Contract Monitoring Unit in how to properly implement the procedures for writing, serving, and processing citations for violations of Law 38/1967 and the solid waste management provisions of Law 4/1994.

8. **Expected Results:**

As a result of the training the Monitors and Managers will be able to write, serve, and process citations for violations of Law 38/1967 and Law 4/1994.

The results can be measured by:

- Increase in the number of citations written, served, and processed.
- Increase in the quality of the written citations.

- Decrease in the number of citations improperly written, served, and processed.
- Decrease in the time necessary to process citations.
- Increase in public awareness of laws and regulations governing solid waste management.

## 9. Program Description:

The program will be delivered during two days using a variety of teaching styles including lectures, discussion, role playing, and testing.

The first day will present information on the general solid waste management requirements of Law 38/1967 and Law 4/1994 as well as the specific procedures for writing, serving, and processing citations for violations of those laws.

During the second day, the participants will go into greater depth on the procedures for writing, serving, and processing citations and will include opportunities for the participants to practice writing, serving, and processing citations. The second day will conclude with a test to determine if each participant has acquired and understood the necessary information to implement the enforcement system.

<b>10. Logistics Summary Table:</b>	
Training Location	Benha, Qalyoubiya
Projected Start and End Dates	TBD
Total Number of Participants	150
Number of Events	6
Number of Participants per Event	25
Event Duration	2 days